

**State of Montana**  
**Department Of Administration**  
**ESSC Project Charter**

**A. General Information**

<i>Project Name:</i>	Enterprise Systems Services Centers	<i>Date:</i>	11/1/07
<i>Controlling Agency:</i>	DoA	<i>Modification Date:</i>	
<i>Prepared by:</i>	Mike Boyer	<i>Authorized by:</i>	Dick Clark, State CIO
			David Ewer, Budget Director
			Janet Kelly, DoA Director

**B. Project Purpose**

The purpose of the Enterprise Systems Services Centers (ESSC) Project addresses the following issues with the current ITSD facilities in the Mitchell Building and agency data centers:

The State of Montana and Montana citizens are heavily dependent on computer systems, network facilities, and voice telecommunications facilities managed by the Department of Administration (DOA), Information Technology Services Division (ITSD). These facilities are currently housed in the basement of the Mitchell Building in Helena.

The Mitchell Building basement is unsatisfactory for housing this critical infrastructure for the following reasons:

- The building is old and at risk for seismic damage in the event of a significant earthquake.
- The east wing of the Mitchell Building, which houses the computer center in the basement, is poorly engineered
- Water pipes and communications and power cables are positioned side-by-side, making them vulnerable to any leak.
- Millions of dollars of sensitive electronic equipment is vulnerable to water collecting in the lowest portions of the building.
- The Mitchell Building was not designed with considerations for providing physical security. There are 14 exterior entrances to the building.
- The State is increasingly at risk of failing to meet federal HIPAA, IRS and Justice data sharing requirements because of shortcomings of the building, particularly those related to security.
- Since the Department of Revenue and other divisions of the Department of Administration also occupy the building public access is required. This requirement complicates security measures.

Members of the Legislative Audit Committee, Governor Brian Schweitzer, Chief of Staff Bruce Nelson, and Budget Director David Ewer have toured the data center and have expressed concerns about the current facilities and the need for secure, efficient facilities.

The Department received funding in the 2007 Legislative Session to construct two facilities:

1. A new ESSC building in Helena to house ITSD staff and the primary Systems Services Center.
2. A remote ESSC facility in the eastern portion of Montana to provide operational capacity, redundant facilities to support critical services, accelerated back up processes and enhanced disaster recovery capabilities.

The ESSC Project was funded under the long-term capital asset statutes which authorizes the Architecture and Engineering Division of DOA to construct buildings. Of the \$14.5 million appropriated, approximately \$2 million is earmarked for non-construction activities, such as moving expenses, IT equipment and the like.

**C. Project Objective**

The ESSC proposal has four goals:

1. To provide security that protects Montana data, hardware, and software to the level of industry best practices and the requirements established by Federal agency partners.
2. To provide “non-stop” operation of critical applications through redundant services centers, redundant computers, and replicated data.
3. To accommodate the data center computing facility needs of other agencies quickly and with minimal cost.
4. To maximize the State’s benefit from its disaster recovery investments.

Business Goals

The ESSC goals support the following key business goals:

	<b>BUSINESS GOALS</b>			
<b>ESSC GOAL</b>	<b>Continuity of Government</b>	<b>Improved Services</b>	<b>Security</b>	<b>Efficiency of Government Services</b>
<b><u>Security:</u></b> Assure that critical state IT infrastructure is housed in facilities that minimize the risk posed by natural disaster or human threat.	Yes		Yes	
<b><u>“Non-stop” services:</u></b> Provide redundancy to minimize the effects of both planned and unplanned outages on ITSD services.	Yes	Yes	Yes	Yes
<b><u>Cost efficiency:</u></b> Provide capacity for ITSD growth and co-location of agency IT operations into shared facilities.	Yes	Yes	Yes	Yes
<b><u>Disaster Recovery:</u></b> Derive maximum benefit from	Yes			Yes

funds currently spent on out-of-state "cold site" <sup>1</sup> disaster recovery services.				
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## D. Project Scope

1. The design and construction of the two ESSC buildings will be managed by the A&E Division using established procedures and processes described, in some cases, in statutes specific to the acquiring of capital assets. The two facilities will have the following objectives and functional characteristics.

### Helena Enterprise Systems Services Center

The Helena ESSC will provide the following facilities:

- A technical facility housing:
  - o Enterprise Data Center
  - o Network Operations Center
  - o Voice Telecommunications Operations Center

### Technical Facility Characteristics:

Following is a list of key characteristics of the facility housing the Enterprise Data Center, Network Operations Center, and the Voice Telecommunications Operations Center.

#### Physical capacity

- 12-15,000 square feet of raised floor equipment space to accommodate ITSD and participating agency equipment.
- Modular expansion capability to accommodate ITSD growth and housing of other agencies' equipment at minimal cost.
- Redundant emergency electrical generators will be provided for all electrical needs. This includes power monitoring and automated transfer features.
- Appropriate fire suppression capability, such as FM200, will be installed to protect all electronic equipment. There will be no water sprinkler fire suppression in areas designed to house electrical equipment.

#### Safety and Security

- The Technical Facility will be a single story building engineered to standards established for seismic zone 4.
- There will be a single, controlled access point with cardkey electronic access and staff-monitored access during normal business hours. Video monitoring will be considered as well.
- There will be no external signage identifying the building as a technical center.
- There will be a minimal number of windows in the facility.
- Site selection will minimize the risks posed by adjacent infrastructure and development. Examples include risks posed by rail lines, major highways, and petroleum refining and storage facilities.
- Landscaping and topographical features will be used to keep vehicles and pedestrian traffic well away from the building. Employee parking will be positioned away from the technical facility.

#### Office Facility Characteristics

- Facilities for approximately 50 ITSD Operations staff plus an estimated 20-25 agency technical staff.
- The Office Facility will be connected to the Technical Facility by a shared reception area.
- Cardkey access and staff monitoring during normal business hours will secure the Office Facility.
- An "Enterprise Operations Center" will be constructed to permit effective monitoring of computing and network operations and to facilitate effective response to problem situations.

Eastern Montana ESSC:

<sup>1</sup> *Cold site* refers to a facility that is available to the State for disaster recovery purposes with hardware capable of supporting critical State processing. All application systems and data must be restored at the cold site from back-up files routinely created at the normal processing site. Restoration takes two to three days under exercise conditions. ITSD has a contract with SunGard Recovery Services for cold site services.

The remote ESSC will provide the following facilities:

- Enterprise Data Center
- Backup Network Operations Center
- Backup Voice Telecommunications Operations Center

The facility will be connected to the statewide SummitNet wide area network. The remote ESSC will provide additional production processing capacity to work in concert with the Helena facility. The two facilities also will provide "hot site" backup for each other by replicating critical application data to the other site. In the event of a service interruption at one site, the other site will pick up the processing load for critical applications with virtually no interruption in service. Non-critical applications may be unavailable or experience lower levels of performance during these situations.

This facility, located in eastern Montana, will provide a number of infrastructure services, such as telecommunications, for eastern portions of the state. During normal operations this facility will provide the eastern Montana users with the best possible systems performance and response.

Eastern Montana ESSC Characteristics:

The facility will have similar characteristics to the Helena facility with the exceptions of size and limited office space, which will be in a single building with the technical facility.

Initial size of the remote facility is estimated to be 5,000 square feet. The design will allow for modular expansion at the lowest possible cost. All safety and security features will be consistent with the Helena facility with two exceptions:

- A. Seismic engineering will be determined by the location selected for the facility. We expect that it will be in a less seismically active area and the cost of the building will be reduced as a result.
- B. There will not be a need for reception monitoring of access. All access will be based on cardkey devices and a second authenticating factor, such as a biometric characteristic or a fob.

2. The related project to successfully move into and occupy the new facilities by ITSD and to prepare a plan for agencies to use the ESSC facilities. The "Move" project is, in its own right, a very complex project requiring project management skills with specific experience in data center move projects.

## **E. Project Authority**

### **• Authorization**

This project is being authorized under the provision in HB4 of the 2007 Legislative Session which authorizes the State CIO and Budget Director to approve proceeding with this project.

### **• Project Manager**

Mike Boyer has general project management responsibilities for the ESSC project. There are two general areas within the overall project with very different characteristics.

1. Physical Facilities. Construction law has a specific process prescribed for the selection of architecture and engineering firm to provide design and construction contract administration. As of this writing, the interviews of five "short list" firms are scheduled for next week. Firms will be evaluated on a number of criteria including the experience of their team in data center design and construction, methodology, capacity to handle the ESSC Project, and overall depth and breadth of their project team.

As ITSD's project manager, Mike Boyer's primary responsibilities are to represent ITSD's needs in the design process and to actively participate in the construction management process as detail decisions are required. Coordination of the ITSD and agency technical resources to participate in the design process, communication and project tracking are primary responsibilities. The selected design firm will provide the methodology and detail plan for these efforts.

Site selection participation with A&E Division will be a major effort in the early stages of the project. In the longer term, planning for agency participation in operations supported by the ESSC will be a significant effort.

2. Data Center Move/Occupancy Project. We expect to engage a contractor for project management expertise specific to moving existing data center operations into the new facilities and to develop a plan for accommodating the processing needs of several agency IT

organizations. This expertise may be included in the proposal of the design firm selected for the physical facilities. If not, ITSD will procure the specific expertise required through appropriate procurement channels, such as an RFP, as needed.

Mike has experience planning and executing significant IT projects in the private sector, primarily in the applications development area. PM techniques were based in engineering disciplines and include CPM and WBS, and other techniques compatible with PMBOK. In addition, additional project management support will be added to the project if needed.

## • Oversight (Steering) Committee

The project has formed the ESSC Stakeholder Committee to provide high level oversight and external perspective to the project.

Purpose:

The purpose of the Enterprise Systems Services Centers (ESSC) Stakeholder Committee is to provide policy level support for the ESSC project and to provide general oversight of the project to assure that objectives are being attained and that the project is running effectively.

Objective:

The objective for establishing this committee is three-fold:

1. To ensure ITSD management is receiving advice from a non-ITSD perspective to ensure the ESSC meets the needs of all stakeholders.
2. To provide a stakeholder perspective on policy issues related to effective implementation of the ESSC following construction.
3. To maintain the confidence of stakeholders through continuing visibility of ESSC project progress and challenges.

Stakeholders:

Stakeholders include organizations using ESSC facilities, the Governor's Office, and the public.

Members:

- |                       |                                |            |
|-----------------------|--------------------------------|------------|
| • Dick Clark (chair)  | State CIO                      |            |
| • Amy Carlson         | Governor's Office/OBPP         |            |
| • Al Parisian         | Attached Entity IT Rep.        | State Fund |
| • Mike Bousliman      | Agency IT Representative       | DoT        |
| • Mary Angela Collins | Agency IT Representative       | DPHHS      |
| • Larry Fasbender     | Agency IT Representative       | DoJ        |
| • Lois Menzies        | Non-Executive Branch Rep.      | Judiciary  |
| • Tom O'Connell       | DoA Architecture & Engineering |            |

## • Controls

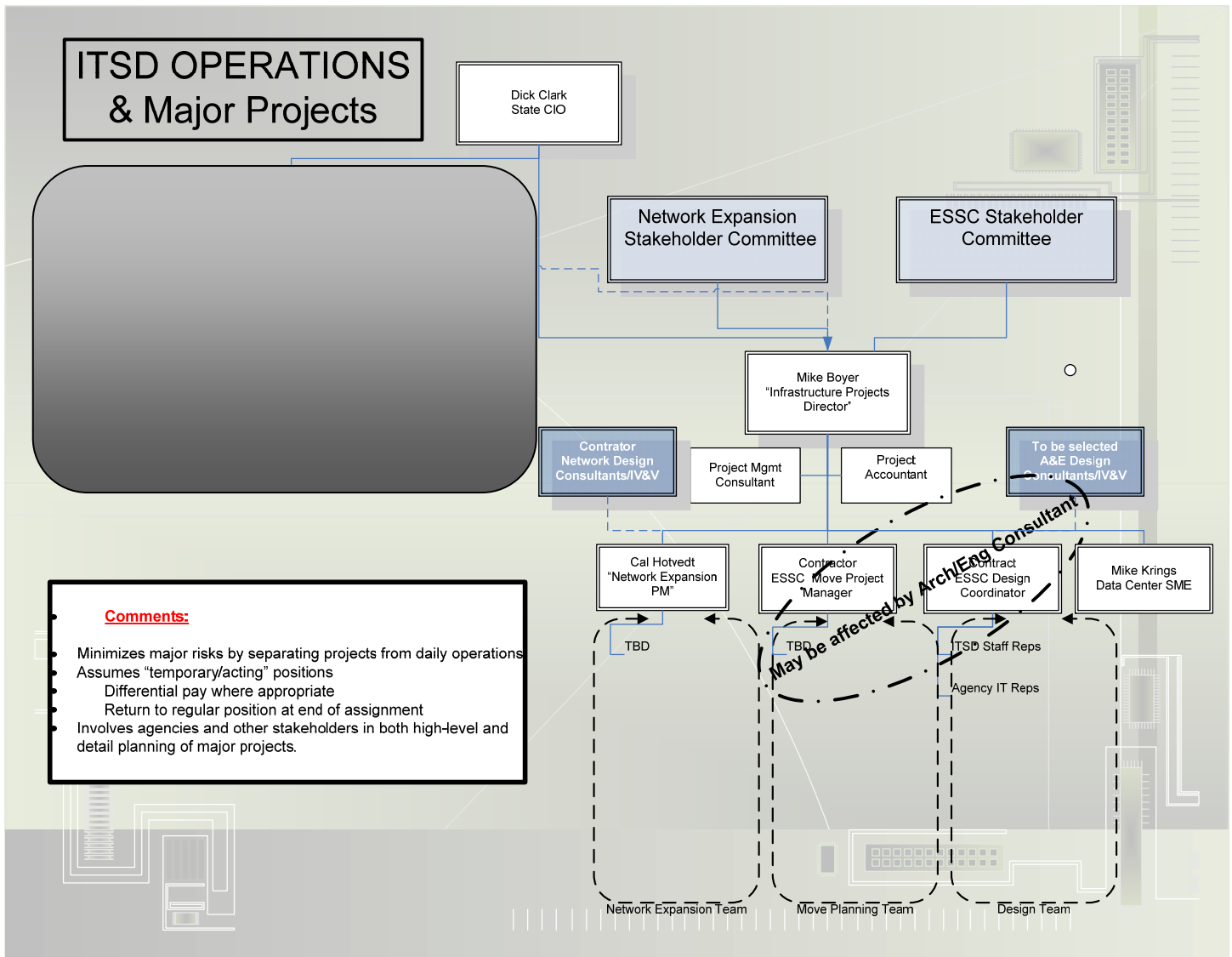
There are a number of control mechanisms that will be in play with the ESSC project.

1. LFC Oversight. This project will be on the agenda for review by the LFC at each meeting. Progress will be monitored from both a financial standpoint and conformance with legislative intent perspective.
2. Legislative Audit. Because of the controversial nature of the project in the eyes of some and the issues centering on site selection for the Eastern Montana site, we believe this project will be scrutinized very carefully by the Legislative Auditor.
3. Agencies will be demanding information about budget, progress and future plans on a continual basis.

There is every reason to believe that the ESSC project will be as closely monitored as any IT project ever undertaken by the State.

## F. Roles and Responsibilities

The chart below includes high level structure for both the ESSC and Network expansion projects.



## • Project Organization Overview

Major Milestones	Functional Roles								
	Sponsor (CIO)	OBPP	Department Director	Stakeholder Committee	ITSD Project Manager	A&E Project Manager	ITSD Tech Staff	Agency Tech Reps.	Design, Construct Mgmt Team
Consultant Selection	I		A		R	R			
Site Selection	C	C	A	I	R	R			M
Requirements Definition/Design			I	I	E	E	C	C	E
Construction Bid & Contract	C	C	A	I	C	R			M
Construction & IV&V	I	I	I	I	I	E			M
Move Planning	A		I	I	E	I	E	E	E

Move Execution	I	I	I	I	E	I	E	E	M
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**Legend:**

**E = responsible for execution (may be shared)**

**A = final approval for authority**

**C = must be consulted**

**I = must be informed**

**R = recommends**

**M = monitors/advises**

## G. Management Checkpoints

Checkpoint	Evaluation Criteria
Design/Construction Management firm selection	Process prescribed in construction statute
Design Approval	Design/Requirements Matrix
Construction Bid	Bid/Budget Comparison
Facility Acceptance	A&E "Commissioning Agent" IV&V process
Move Plan	Consultant review/endorsement
ITSD Move Completion	Successful production operations

## H. Signatures

The signatures of the people below relay an understanding in the purpose and content of this document by those signing it. By signing this document you agree to this as the formal Charter statement to begin work on the project described within, and commitment of the necessary resources.

Name/Title	Signature	Date
Dick Clark, CIO		
Jeff Brandt, Deputy CIO Operations		